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14 January 1956

MEMORANDUM FOR: Special Support Assistant, DD/S

SUBJECT : Accomplishments and Objectives during 1955 -- SSA(Personnel)

1. In accordance with your recent request, a review of the performance of this office in relation to its objectives has been made with the following results.

2. It should be noted that although the original table of organization for this office called for three officer types and one secretarial, the imposition of ceiling precluded the full staffing originally desired. It should also be noted that the deputy position was vacated in the midst of a crucial period (immediately after imposition of a new Agency ceiling) and it was necessary to break in a new incumbent. In addition, the SSA(Personnel) acceded to a request on the part of the Office of Training to assist in the production of a training film. This project was anticipated as a three week intermittent project and turned out to be about three times as time consuming, placing upon the new assistant a more than substantial burden.

3. The primary objective of this office has been to provide the most expeditious and complete personnel support possible to the various DD/P components. The trend from the beginning was to serve in a true staff capacity in rendering advice and guidance in Personnel and Career Service matters. To accomplish this, it became necessary to strengthen the direct relationships of the DD/P Division and Staff Personnel Officers with the Divisions and Staffs of the central Personnel Office. This has been accomplished through semi-monthly meetings with the DD/P Personnel Officers, chaired by the undersigned. At each of these meetings, the various Division and Staff Chiefs of the Personnel Office have had the opportunity to address the group and answer various questions, etc. These meetings are the channel for policy matters and procedures from the Office of Personnel as well as the opportunity to integrate them with the thinking of the SSA-DD/S.

4. In addition to this, Staff advice and guidance is extended daily through telephone conversations and meetings as well as visits to the Area Division Chiefs, Chiefs of Administration and Personnel Officers. We have been weak in visiting Area Divisions and Staffs due to factors noted in paragraph 2., but will make every effort to overcome this deficiency during the coming weeks.

5. Specific results of the recognition of DD/P needs in the Personnel field are reflected in the fact that the Personnel Assignment Division actually

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physically moved into L Building and became more closely integrated with personnel elements in the DD/P.

6. In addition to performing the normal placement function of PAD, this group also devotes a major portion of its time to supporting the FI and PP Career Service Panels, the Clerical Career Panel, and the Clandestine Services Career Boards -- a situation unique to the DD/P component to meet their specific requirements.

7. Through the efforts of this office, the need for well-qualified Personnel Officers has been reflected to the Office of Personnel and has resulted in the assignment of outstanding Personnel Officers to the Divisions and Staffs as well as to the foreign stations of the DD/P.

8. A major portion of the effort of this staff during the past six months has been devoted to the preparation and maintenance of facts and figures relative to ceilings and to the preparation and review of new T/O's to coincide with the allocated ceilings. Through delegation from SSA-DD/S, this office monitors the ceiling situation, renders advice and makes recommendations to the DD/P through the SSA-DD/S on reallocations of same. This function has necessitated daily contact with the Divisions and Staffs and frequent contacts with COPS-DD/P. It also creates the need for daily contact in a liaison capacity with the Management Staff and the Position Evaluation Division of the Office of Personnel.

9. The staff of the SSA(Personnel) also performs the function of Personnel regulations coordination. We have been fortunate in having the services of a member of the Plans Staff, Office of Personnel, for this purpose until recently. Experience indicates that this function alone, when properly performed, requires practically the full time services of one individual. In view of the reassignment of the person handling this workload, a stop-gap arrangement has been worked out with the Plans Staff. The situation will be carefully watched and necessary action taken when it appears advisable.

10. Considerable time and attention is devoted by this office to the dissemination of advice and guidance on special cases. These are many in nature; high level applicants, reassignments, mediocrity performance cases, sensitive personality situations, etc. Although on the surface the problem may appear simple in solution, the man-hours expended in accomplishing complete staff work are considerable.

11. The duties of the staff are so arranged that the day-to-day routine management of affairs are handled by the deputy or assistant and the attendance at meetings, boards, committees, etc., is the responsibility of the undersigned. In this connection, the interests of the DD/P are represented by the undersigned as Personnel Advisor to the Honor Awards Board, member of the Board of Directors of GEHA, member of the Personnel Career Service Board, DD/P representative for Consolidated Charities, etc. In addition to participation at meetings of each of the above, weekly staff meetings of the Director of Personnel, and SSA-DD/S and monthly meetings of the Clandestine Services Career Service Board are attended. In carrying out the Career Service responsibility of the office, the SSA(Personnel) also makes it a habit to attend FI and PP Career Service Panel meetings as a guest whenever possible.

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12. By daily personal contact in the office of the SSA-DD/S and the Director of Personnel, this staff effects a continuing active liaison for the interchange of information and ideas and matters of policy of particular interest to the DD/P.

13. Through maintenance of regular contact with DD/P Personnel Officers and the reading of all Personnel cable traffic, this staff keeps abreast of both the general and specific needs of the operating Divisions.

14. In general, it appears that the spirit and intent of the establishment of this staff has progressed considerably during the past ten months. Without question, there is room for improvement and all efforts of the staff will be directed during the coming months toward this end. Particular emphasis, as noted earlier, will be placed on more frequent visits with Division Chiefs and Administrative Staff Chiefs. Refinements of the implementation of the Career Service Program are already in the mill and will receive particular attention.



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Special Support Assistant  
(Personnel)

cc: Director of Personnel

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